

Powell River Regional Transit System

Service Review Report: Executive Summary



March 2015

City of Powell River
Powell River
Regional District



ACKNOWLEDGEMENTS

BC Transit would like to thank the Council and staff of the City of Powell River, the Board and staff of the Powell River Regional District, the staff of Powell River Municipal Transportation and Powell River Taxi Ltd., and all Powell River community members who provided input into this review, in particular:

- Tla'amin First Nation
- BC Ferries
- Ministry of Transportation and Infrastructure
- School District 47
- Inclusion Powell River
- Powell River Youth & Family Services
- Powell River Rotary Club
- Life Cycle Housing Society
- BOND Program
- Model Community Project
- Transition Town Powell River
- Powell River Cycling Association
- Family Friendly Powell River
- Wildwood Residents' Association
- Northern Sunshine Coast Ferry Advisory Committee
- Texada Arts, Culture & Tourism Society
- Town Centre Mall
- Crossroads Village Shopping Centre
- Marine Area Business Association
- Powell River Chamber of Commerce
- Texada Island Chamber of Commerce
- Powell River Regional Economic Development Society

BC Transit would also like to thank all residents who provided feedback and information through passenger, online, and door-to-door surveys and at Open House events.

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1. Executive Summary

1.1 Introduction

In collaboration with the City of Powell River and the Powell River Regional District, BC Transit has undertaken this Service Review to examine the Powell River Regional Transit System's existing service and outline potential service changes and improvements for consideration. This Executive Summary precludes the full Service Review Report, which includes community overview research, a comprehensive analysis of all aspects of the existing transit system, and further details of consultation and communication methodologies and results, as well as expanded information on the service options presented below.

Specific objectives of this Service Review are:

- **Encourage ridership growth**, with the aim on the conventional transit system of meeting the City of Powell River's goal of achieving a public transportation mode share target of 5% by 2020¹.
- **Increase the attractiveness of transit** by:
 - Improving on-time performance;
 - Adjusting routing to make service faster and more direct;
 - Adjusting schedules where possible to make them more convenient;
 - Reallocating existing service and making targeted investments in additional service to increase existing customers' satisfaction and attract new riders; and
 - Making infrastructure improvements (bus stop relocations, shelter and bench additions) and updating transit system signage to increase the safety and attractiveness of public transit.
- **Optimize the transit system's efficiency and effectiveness** by ensuring that available service hours, now and in the future, are allocated to maximize productivity and cost recovery.
- **Review the Powell River Regional Transit System's fleet**, which could lead to replacing larger vehicles with smaller ones in order to reduce vehicle lease fees, fuel costs, and greenhouse gas emissions.

Analysis of the community and its transit system was based on a variety of census sources, community plans, public engagement activities, and system-specific data sources. The proposed service change options were developed with the collaboration and feedback of elected officials and staff of the City of Powell River and the Powell River Regional District, the staff of Powell River Municipal Transportation and Powell River Taxi Ltd. (which operate the transit system), transit passengers, and representatives from a wide array of local organizations representing education, social services, and the business community.

1.2 Public Engagement

A range of public engagement tools was used to maximize opportunities for public/stakeholder input within time and resource limitations. Engagement techniques included a project website, online/print surveys, onboard surveys, door-to-door surveys, a key stakeholder workshop, and one-on-one meetings.

The key themes that emerged from the first phase of public engagement are summarized below:

¹ The City of Powell River's current commuting public transportation mode share as at 2011 was 3% (Source: *Statistics Canada 2011 National Household Survey*).

City Conventional (Fixed-Route) Service	Regional District Paratransit Service
<ul style="list-style-type: none"> • More frequency • More evening service • It's great the way it is • Cheaper fares • More service to Sliammon • Smaller buses • Improved ferry connections • More shelters/benches • Better on-time performance • Faster, more direct service • Earlier service 	<ul style="list-style-type: none"> • More frequency • Later afternoon service (for Route 12 Stillwater) • Saturday service • Earlier service (for Route 12 Stillwater) • Commuter service (for Route 12 Stillwater) • Improved ferry connections • It's great the way it is • Improve safety of highway stops (add shelters) • Evening service
	City Custom (handyDART) Service
	<ul style="list-style-type: none"> • More availability

In October 2014, phase two of public engagement included the presentation of the Draft Service Plan options to the public at seven Open Houses held at the following locations:

- Transit Exchange (Town Centre Mall) – two events
- Sliammon Salish Centre
- Lund Community Centre
- Texada Seniors' Centre
- Lang Bay Hall

BC Transit staff spoke with a total of 136 people at the Open House events.

In addition to this in-person public engagement, the potential service change options presented at the Open Houses were also made available on BC Transit's "Transit Future" website for further feedback through online surveys. People were generally supportive of the draft service change options presented.

As a result of this public engagement, the following **change** was made to the Draft Service Plan options:

- The proposed short-term Route 2 Grief Point restructuring was modified, to maintain inbound routing along Marine Avenue **rather than introducing two-way service along Joyce Avenue**.
- The two-way Joyce Avenue service was included as a longer-term option, subject to ridership monitoring results in the meantime.

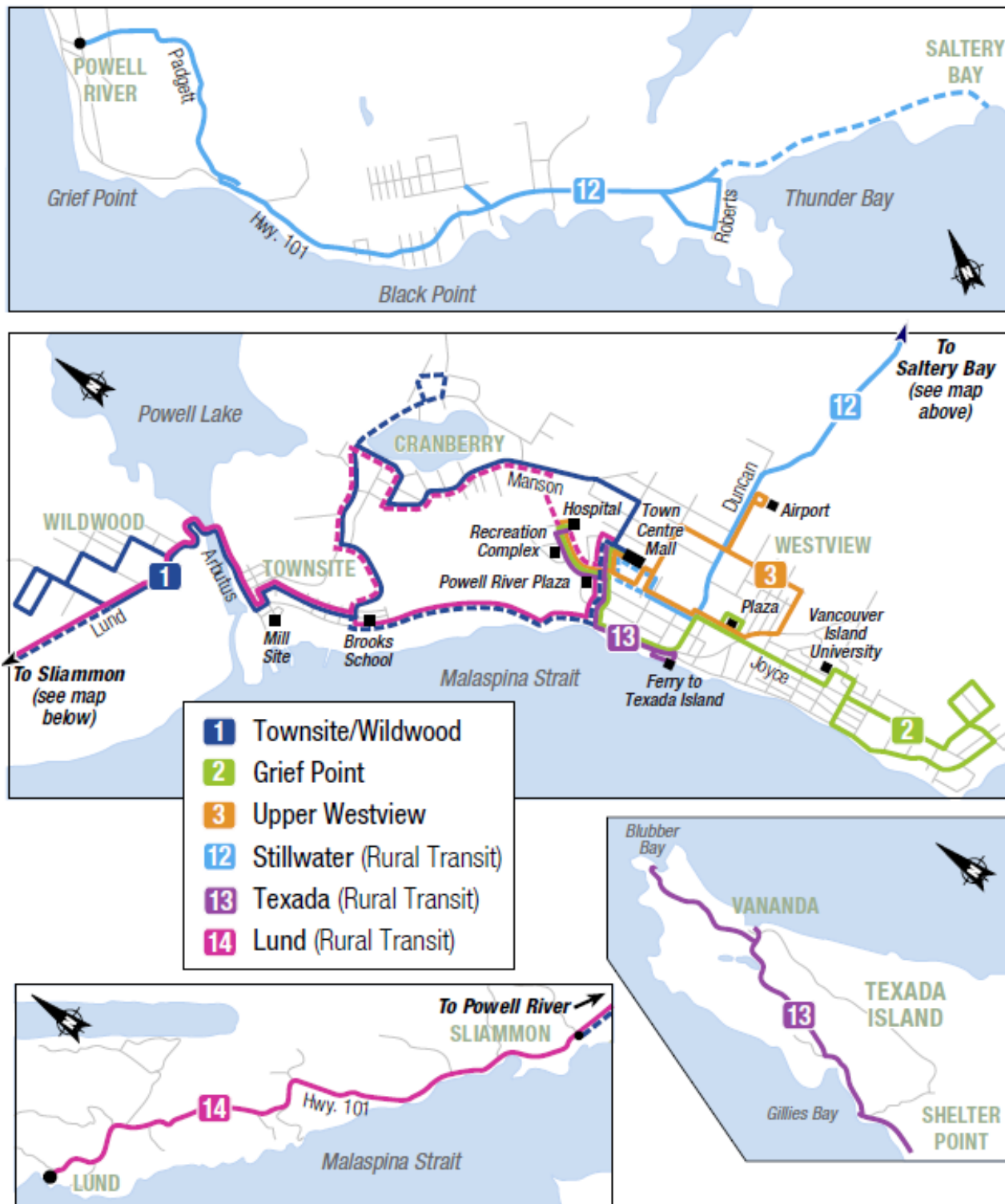
1.3 Service Options

Based on the review of the existing Powell River Regional Transit System and findings from analysis and public engagement, a set of short-term (within the next year, contingent upon local approval and the completion of an Implementation Memorandum of Understanding), medium-term (2015/16 to five years from now) and longer-term (2015/16 to ten years from now) service change proposals have been developed for the Powell River area transit system, as well as analysis of other potential options that were examined. The proposals include the following:

Conventional Transit	Custom Transit	Paratransit
Routing alterations	Streamlining custom transit usage in order to optimize resources for clients and maximize ridership on the existing service	Schedule auditing
Updating signage for and adding amenities to bus stops		Bus stop relocations
Saturday service for Sliammon		Routing alterations
Extending evening service to 8:15 p.m.	Eventual addition of a third Custom vehicle and operating hours	Updating signage for and adding amenities to bus stops
Route extensions to upper Duncan Street and Klahanie Drive		Introducing new or additional service, such as:
Restructuring of Route 2 Grief Point and Route 3 Upper Westview		<ul style="list-style-type: none"> • Commuter and Saturday service for Route 12 Stillwater • More summer service on Route 14 Lund • Charter evening service for special events • More (year-round) service for Route 14 Lund and Route 13 Texada
Fleet review		

The tables on the following pages summarize these options, as well as their respective benefits and challenges and (where applicable) estimated additional annual ridership, revenue, and costs. A more detailed account of these options and associated impact estimates can be found in Section 6 of the full Service Review Report. *Figure 1* (pp. 8 and 12, following) features a high-level Powell River Regional Transit System overview map, indicating for reference the routings comprising the region's existing bus routes.

Map 1: Powell River Regional Transit System – Existing Service (Bus Routes)



Powell River Regional Transit System
Conventional Transit Service Option Summary: Preliminary Estimated Additional Annual Impacts*

Service Option		Vehicles	Revenue Hours	Rides^	Total Revenue^	Total Costs	Net Local Share of Total Costs	BC Transit Share of Total Costs	Rides per Hour	Total Cost per Ride	Net Local Cost per Ride			
Short-Term Options (2015 to 2016)														
Option 1:	Route 1 Townsite/Wildwood: Adjust routing to discontinue service on one trip only behind Cranberry Lake (zero ridership)	0	(50)	0	\$0	\$0	\$0	\$0						
Benefits:	Increase routing efficiency; provide faster, more direct service													
Challenges:	Service discontinuation on one weekday trip only from a minimally performing area													
Option 2:	Route 2 Grief Point: Adjust routing to discontinue service from Theodosia subdivision (minimal ridership)	0	0	0	\$0	\$0	\$0	\$0						
Benefits:	Improve on-time performance and schedule reliability; increase routing efficiency; provide faster, more direct service; address perceived safety concerns of parents in Theodosia subdivision (still within 400m walk distance of closest remaining bus stop on Cariboo Ave)													
Challenges:	Removal of service from a low-performing area													
Option 3:	Replace outdated bus stop signage	Capital costs (signage only -- does not include local labour costs):				\$400	\$200	\$200						
Benefits:	Improve transit system attractiveness; potential to attract new ridership and revenue													
Challenges:	Costs (signage for 9 stops total, 5 in Sliammon -- Sliammon signage costs to be recovered from Sliammon by the City)													
Medium-Term Options (2015-16 to 5 years from now)														
Option 4:	Route 1 Townsite/Wildwood: Extend Saturday service to Sliammon (1 round trip)	0	20	250	\$400	May be cost neutral, if Option #1 above is implemented (depending on detailed Scheduling work results)**						12.5	\$0.00**	\$0.00**
Benefits:	Provide Sliammon residents with Saturday access to the City; generate additional ridership and revenue													
Challenges:	Costs (Tla'amin Nation)													
Option 5:	Evening service: Maintain a second vehicle in evening service to approx. 8:15 p.m. Monday through Thursday	0	400	2,880	\$4,500	\$40,600	\$17,200	\$18,900				7.2	\$14.10	\$5.97
Benefits:	Restore ridership to 2012 levels; potential to attract new ridership and revenue													
Challenges:	Costs													
Option 6:	Route 3 Upper Westview: Extend service to Padgett Rd at Duncan St	0	0	400	\$700	TBD (City of Powell River)	TBD	\$0						
Benefits:	Potentially attract new ridership and revenue													
Challenges:	Cost; construction of vehicle turnaround location at Padgett Rd and Duncan St													
Option 7:	Improve bus stop amenities (i.e. benches, shelters, etc.)				Capital costs:	TBD based on number and type of shelters and/or benches selected, funding process/source type, and local labour costs								
Benefits:	Improve transit system attractiveness; potential to attract new ridership and revenue													
Challenges:	Costs													
Option 8:	Route 1 Townsite/Wildwood: Extend service to Klahanie Drive	0	50	250	\$400	\$5,100	\$2,300	\$2,400	5.0	\$20.40	\$9.20			
Benefits:	Attract new ridership and revenue													
Challenges:	Costs (Tla'amin Nation)													
Option 9:	Route 1 Townsite/Wildwood: Add earlier weekday morning trip connecting to first ferry departure	0	260	300	\$500	\$26,400	\$13,600	\$12,300	1.2	\$88.00	\$45.33			
Benefits:	Enable customers to access first ferry to Comox (by connecting with first Route 2 Grief Point trip); provide earlier service for Sliammon commuters; generate additional ridership and revenue													
Challenges:	Costs													
Notes: * Based on preliminary 2014/15 budgets. Final costs may change based on final budgets and confirmation of final operational details. ^ The rides and total revenue figures shown here are based on the first 12 months following implementation. Due to ridership taking on average 12 months post-implementation to stabilize, the figures used are 60% of the estimated ridership expected once implementations are mature.														

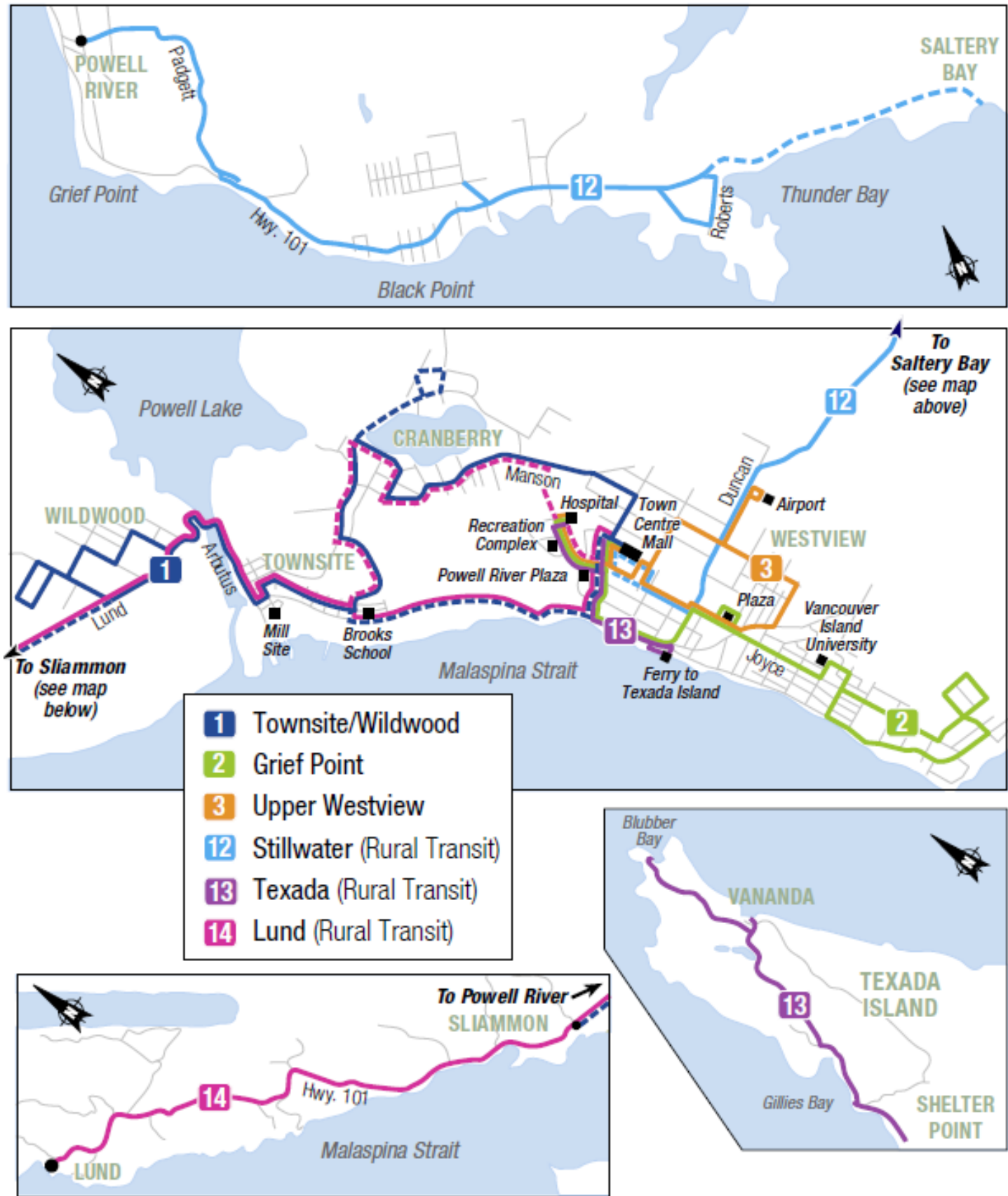
Powell River Regional Transit System
Conventional Transit Service Option Summary: Preliminary Estimated Additional Annual Impacts*

Service Option		Vehicles	Revenue Hours	Rides^	Total Revenue^	Total Costs	Net Local Share of Total Costs	BC Transit Share of Total Costs	Rides per Hour	Total Cost per Ride	Net Local Cost per Ride
Longer-Term Options (5-10 years from 2015-16)											
Option 10:	Route 2 Grief Point: Restructure route to maintain on-time performance and schedule reliability	0	0	0	\$0	\$0	\$0	\$0			
		Capital costs (signage and bus stop poles only - does not include local labour costs for relocations):				\$0	\$0	\$0			
Benefits:	Maintain on-time performance and schedule reliability; increase route efficiency; provide faster, more direct service; attract new ridership										
Challenges:	Removal of service from low-performing areas										
Option 11:	Route 3 Upper Westview: Restructure route to match service hours with ridership	0	(350)	0	\$0	(\$35,500)	(\$18,900)	(\$16,600)			
		Capital costs (signage only -- does not include local labour costs):				\$0	\$0	\$0			
Benefits:	Maintain ridership on Route 3 Upper Westview; potentially increase frequency and thus generate additional/attract new ridership and revenue on Route 1 Townsite/Wildwood and/or Route 2 Grief Point										
Challenges:	Removal of service from low-performing areas										
Option 12:	Route 3 Upper Westview: Reduce frequency to match service hours with ridership	0	(410)	0	\$0	(\$41,600)	(\$22,200)	(\$19,400)			
Benefits:	Maintain ridership on Route 3 Upper Westview; potentially increase frequency and thus generate additional/attract new ridership and revenue on Route 1 Townsite/Wildwood and/or Route 2 Grief Point										
Challenges:	Slight reduction in service potentially for some passengers accustomed to it										
Option 13:	Evening service: Maintain a second vehicle in evening service to 11:09 p.m. Monday through Thursday	0	1,000	7,200	\$11,200	\$101,300	\$42,800	\$47,300	7.2	\$14.07	\$5.94
Benefits:	Restore ridership to 2012 levels; potentially attract additional ridership and revenue										
Challenges:	Costs										
Other Considerations											
Option 14:	Review bus fleet, investigate possibilities of replacing conventional vehicles with smaller vehicles	Capital costs (vehicle only):				(\$15,200)	(\$8,100)	(\$7,100)			
Benefits:	Reduce vehicle lease fees, fuel costs, and greenhouse gas emissions; public perception of substantial cost savings										
Challenges:	Unfeasible should Option #15 below be implemented. Vehicle availability; incurring of additional labour and capital costs for mechanic retraining, new tools and parts; potential for heavy loads and pass-ups to occur more often leading to losses in ridership and revenue										
Option 15:	Expand service to accommodate increased demand from discontinued school bus routes within City limits	Estimated additional service hours and vehicles required, ridership and revenue generated, and total, net local share and provincial share of costs to be determined based on student location information provided by SD47. Full Impact Assessment Report due for release by end of February 2015.									
Benefits:	Increase ridership and revenue										
Challenges:	Unfeasible should Option #14 above be implemented. Costs; purchasing of additional peak-use-only vehicles; potential disruption to transit service for existing passengers leading to associated ridership and revenue losses										
Option 16:	Introduce evening service on Sundays until 9:00 p.m.	0	210	250	\$1,300	\$21,300	\$10,100	\$9,900	1.2	\$85.20	\$40.40
Benefits:	Potentially attract a small amount of additional ridership and revenue										
Challenges:	Low projected additional ridership and productivity										
Option 17:	Route 3 Upper Westview: Routing extension to Recreation Complex doors (alternating trips only, Monday through Sunday)	0	240	140	\$200	\$24,400	\$12,900	\$11,300	0.6	\$174.29	\$92.14
Benefits:	Potentially attract a small amount of new/additional ridership and revenue										
Challenges:	Slower, less direct service to and from the hospital; reduced service frequency on all routes; access and egress issues at the Complex; minimal projected additional or new ridership and revenue										
Notes: * Based on preliminary 2014/15 budgets. Final costs may change based on final budgets and confirmation of final operational details. ^ The rides and total revenue figures show n here are based on the first 12 months following implementation. Due to ridership taking on average 12 months post-implementation to stabilize, the figures used are 60% of the estimated ridership expected once implementations are mature.											

Powell River Regional Transit System
Custom Transit Service Option Summary: Preliminary Estimated Additional Annual Impacts*

Service Option		Vehicles**	Revenue Hours	Rides^	Total Revenue^	Total Costs^^	Net Local Share of Total Costs^^	BC Transit Share of Total Costs^^	Rides per Hour	Total Cost per Ride	Net Local Cost per Ride
Short-Term Options (2015 to 2016)											
Option 1:	Educate customers about BC Transit's new No Show and Late Cancellation Policy	0	0	0	\$0	\$0	\$0	\$0			
Benefits:	Free up handyDART resources; increase ridership and revenue; reduce costs from the Taxi Supplement program										
Challenges:	Customer compliance rate with new Policy; abilities of dispatchers (and drivers) to inform about new Policy and, when appropriate, enforce										
Option 2:	Encourage custom transit registrants to use the conventional transit system where possible	0	0	2,000	\$2,100	\$0	\$0	\$0			
Benefits:	Free up handyDART resources; increase ridership and revenue; reduce costs from the Taxi Supplement program										
Challenges:	Customer willingness to switch to conventional transit; abilities of drivers and dispatchers to encourage change in customer habits; successful implementation of travel-training programs										
Longer-Term Options (5-10 years from 2015-16)									2.2	\$51.66	\$21.34
Option 3:	Add a third handyDART vehicle + operating hours	2	2,000	4,400	\$4,600	\$227,300	\$93,900	\$128,800			
Benefits:	Increase availability of handyDART service to match the expected increase in demand due to population aging										
Challenges:	Costs (including additional administrative costs not shown here, for e.g. wages for 1 more dispatcher to cover peak booking times)										
Notes:											
* Based on preliminary 2014/15 budgets. Final costs may change based on final budgets and confirmation of final operational details.											
** The vehicle requirements shown here appear feasible but would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date.											
^ The rides and total revenue figures shown here are based on the first 12 months following implementation. Due to ridership taking on average 12 months post-implementation to stabilize, the figures used are 60% of the estimated ridership expected once implementations are mature.											
^^ Includes annual lease fee costs: Annual lease fee costs for a light-duty vehicle used in these estimates are \$54,440.											

Map 1: Powell River Regional Transit System – Existing Service (Bus Routes)



Powell River Regional Transit System
Paratransit Service Option Summary: Preliminary Estimated Additional Annual Impacts*

	Service Option	Vehicles**	Revenue Hours	Rides^	Total Revenue^	Total Costs^^	Net Local Share of Total Costs^^	BC Transit Share of Total Costs^^	Rides per Hour	Total Cost per Ride	Net Local Cost per Ride
Short-Term Options (2015 to 2016)											
Option 1:	Audit schedules to ensure consistent trip running times	0	0	0	\$0	\$0	\$0	\$0			
Benefits:	Improve schedule consistency and reliability										
Challenges:	Increased annual service hours and costs, should increased trip running time be required in order to improve on-time performance										
Option 2:	Route 14 Lund: Relocate Highway 101/Southview Rd southbound bus stop	All capital infrastructure & relocation costs funded via MoTI's Minor Betterments Fund				\$0	\$0	\$0			
Benefits:	Address a primary safety issue affecting the transit driver and customers, plus all other area road users										
Challenges:	Increased walk distance for passengers who use the existing stop and reside closer to Southview Rd than Sturt Rd										
Option 3:	Route 14 Lund: Adjust City routing in Townsite and Cranberry areas (zero ridership demand -- duplication of City Route 1)	0	0	0	\$0	\$0	\$0	\$0			
Benefits:	Make service faster and more direct; increase trip efficiency										
Challenges:	Passenger accustomization to change										
Option 4:	Replace outdated bus stop signage	Capital cost (signage only):				\$1,000	\$400	\$600			
Benefits:	Improve transit system attractiveness										
Challenges:	Replacement costs										
Medium-Term Options (2015-16 to 5 years from now)											
Option 5:	Route 12 Stillwater: Relocate Zilinsky Rd bus stop	Capital costs:				dependent on local labour costs	100%	-			
Benefits:	Improve driver safety, and customer safety and convenience										
Challenges:	Costs										
Option 6:	Improve bus stop amenities (shelter and bench additions)	Capital costs:				dependent on availability of local sponsorship, provincial funding opportunities, selected shelter/bench type, local labour costs, & etc.					
Benefits:	Increase passenger safety and comfort; increase transit system attractiveness; attract new ridership and revenue										
Challenges:	Costs										
Option 7:	Route 12 Stillwater: Introduce two additional trips at commuter times	0	500	2,900	\$5,300	\$29,900	\$10,700	\$13,900	5.8	\$10.31	\$3.69
		Capital costs (signage only):				\$120	\$100	\$100			
Benefits:	Enable customers to use the transit service for work and provide additional travel options for non-commuters, including a connection to the first ferry departure for Comox										
Challenges:	Costs; unpredictability of demand for this additional service										
Option 8:	Route 12 Stillwater: Introduce Saturday service	0	200	1,100	\$2,100	\$11,700	\$4,100	\$5,500	5.5	\$10.64	\$3.73
Benefits:	Improve transit's convenience for work, shopping etc.; attract additional ridership and revenue										
Challenges:	Costs										
Option 9:	Introduce charter evening service for special events (based on 2 hours of service per week)	0	100	500	\$900	\$5,900	\$2,300	\$2,700	5.0	\$11.80	\$4.60
Benefits:	Increase customer convenience; attract additional ridership and revenue										
Challenges:	Costs; unpredictability of demand for this additional service										
Option 10:	Route 14 Lund: Introduce three more service days per week (Wednesdays, Saturdays & Sundays) July through August	0	100	500	\$900	\$4,700	\$1,600	\$2,200	5.0	\$9.40	\$3.20
Benefits:	Improve transit's convenience for work, shopping etc.; attract additional ridership and revenue; reduce summer tourist parking issues in Lund										
Challenges:	Costs; unpredictability of demand for this additional service										
Option 11:	Route 12 Stillwater: Create bidirectional routing in Stillwater-area loop	Capital costs (signage only):				\$40	\$20	\$20			
Benefits:	Improve trip directness and reduce trip time (only when Sallery Bay service is requested)					**plus significant construction costs					
Challenges:	Costs of signage (minimal) and construction work (significant) to create bus stop on opposite side of Scotch Fir Point Rd and Roberts Rd (culvert fill-in, paving, and etc.)										
Notes: * Based on preliminary 2014/15 budgets. Final costs may change based on final budgets and confirmation of final operational details. ** The vehicle requirements shown here appear feasible but would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. ^ The rides and total revenue figures shown here are based on the first 12 months following implementation. Due to ridership taking on average 12 months post-implementation to stabilize, the figures used are 60% of the estimated ridership expected once implementations are mature. ^^ Includes annual lease fee costs: Annual lease fee costs for a light-duty vehicle used in these estimates are \$54,440.											

Powell River Regional Transit System
Paratransit Service Option Summary: Preliminary Estimated Additional Annual Impacts*

Service Option		Vehicles**	Revenue Hours	Rides^	Total Revenue^	Total Costs^^	Net Local Share of Total Costs^^	BC Transit Share of Total Costs^^	Rides per Hour	Total Cost per Ride	Net Local Cost per Ride
Longer-Term Options (5-10 years from 2015-16)											
Option 12:	Route 14 Lund: Introduce one more service day per week (year round -- from existing 2 days per week)	0	200	200	\$500	\$8,800	\$4,200	\$4,100	1.0	\$44.00	\$21.00
Benefits:	Increase customer convenience; attract additional ridership and revenue										
Challenges:	Costs; low projected demand for this additional service										
Option 13:	Route 13 Texada: Introduce one more service day per week (from existing 1 day per week)	2	400	400	\$1,000	\$136,500	\$60,900	\$74,600	1.0	\$341.25	\$152.25
Benefits:	Increase customer convenience; attract additional ridership and revenue										
Challenges:	Costs; low projected demand for this additional service (under the Regional Transportation Plan's transit option evaluation scores, this option ranked second-lowest when ordered by public score)										
Other Considerations											
Option 14:	Improve transit connections with ferry services	-									
Benefits:	Increase customer convenience; potential to attract additional ridership and revenue										
Challenges:	Ongoing daily and seasonal ferry schedule changes, especially on short notice; potential sailing delays; time interval between passenger drop off (departing) and passenger pick up (arriving); limited demand; minimal projected additional ridership or revenue; disruption to existing transit schedules and passengers leading to net loss in ridership and revenue; negative return on investment										
Option 15:	Introduce Texada Island-wide (internal) transit service for all residents	-									
Benefits:	Attract new ridership and revenue										
Challenges:	Costs; low projected demand for this additional service(under the Regional Transportation Plan's transit option evaluation scores, this option ranked lowest when ordered by public score); non-conformance with minimum recommended population density for new transit service introduction of 1,000 residents per square kilometre: Texada = approximately 3.5 residents per square km (for comparison purposes, Gabriola = approximately 70 residents per square km; Salt Spring Island = 178 residents per square km); minimal return on investment. Recommended to be organized as a local grassroots initiative, due to increased ability for flexibility and responsiveness to local needs.										
Option 16:	Route 14 Lund: Introduce daily weekday service (year round)	2	500	500	\$300	\$140,000	\$63,500	\$76,200	1.0	\$280.00	\$127.00
Benefits:	Increase customer convenience; potential to attract additional ridership and revenue										
Challenges:	Costs; low productivity on existing service; limited demand; minimal projected additional ridership or revenue; minimal return on investment										
Option 17:	Route 14 Lund: Improve transit service connections with the Lund Water Taxi	-									
Benefits:	Increase customer convenience; potential to attract additional ridership and revenue										
Challenges:	Limited demand; minimal projected additional ridership or revenue; changing Route 14 Lund's schedule would involve major schedule changes for existing customers on Route 14 and Route 12 Stillwater (the most productive route), leading to net loss in ridership and revenue;										
Option 18:	Introduce full rural handyDART service, 8 a.m. to 4 p.m., Tuesdays and Thursdays	2	700	400	\$800	\$153,500	\$70,200	\$82,500	0.6	\$383.75	\$175.50
Benefits:	Increase customer convenience; potential to attract additional ridership and revenue										
Challenges:	Rural handyDART service already included as part of paratransit service; costs; low productivity on existing service; limited demand; minimal projected additional ridership or revenue; minimal return on investment										
Option 19:	Introduce service linking Powell River to Vancouver (based on one trip per week)	2	900	500	\$1,000	\$162,200	\$74,600	\$86,600	0.6	\$324.40	\$149.20
Benefits:	Increase customer convenience; potential to attract additional ridership and revenue										
Challenges:	Difficulty of connections with ferries, Sunshine Coast Transit System, and Translink; length of round-trip time (estimated at 17 hours); existing Vancouver service available on Malaspina Coach Lines; minimal return on investment										
Notes: * Based on preliminary 2014/15 budgets. Final costs may change based on final budgets and confirmation of final operational details. ** The vehicle requirements shown here appear feasible but would need to be confirmed by BC Transit's Fleet Standards department closer to the implementation date. ^ The rides and total revenue figures shown here are based on the first 12 months following implementation. Due to ridership taking on average 12 months post-implementation to stabilize, the figures used are 60% of the estimated ridership expected once implementations are mature. ^^ Includes annual lease fee costs: Annual lease fee costs for a light-duty vehicle used in these estimates are \$54,440.											

1.4 Next Steps: Suggested Path to Staged Implementation

The report recommends implementing the service change options in a staged approach. This will allow the most critical needs and cost-effective options to be implemented first. Once these “base” options have been implemented and allowed time to prove their effectiveness, more resource-intensive options can be examined with a view to longer-term implementation. *It should be noted that in order to target a short-term-option implementation date of **September 2015** and initiate and proceed with the required four- to five-month service change implementation process, final decisions on and approvals for the short-term options to be implemented from City Council and the Regional District Board will be required by **March 31, 2015**.*

It is recognized that service needs and/or local government capacity to fund transit improvements may change over time. Therefore, options for implementation which require expansion to service hours or vehicles will need to be confirmed on an annual basis for the subsequent year as part of the local budget approval process.

Additionally, it is noted that the implementation of any option requiring expansion hours or vehicles is dependent on BC Transit’s fiscal-year budget, as well as the allocation of available provincial transit expansion funding between transit systems as determined through BC Transit’s Transit Improvement Program (TIP). The TIP seeks the commitment of each local government to the expansion initiatives proposed for the three years following, thereby allowing BC Transit to request funding within the Provincial Budget. Once funding has been approved, the formal service change approvals process begins, at least six months ahead of the desired service implementation date(s). Service expansion may also require additional vehicles, and any new vehicle requests will likely trigger a new bus order. An 18-24 month lead time should be anticipated before expected vehicle delivery and introduction to service.

Once local government has approved a service option or combination of options for implementation—and local and provincial funding has been approved, if required—an Implementation Agreement Memorandum of Understanding (MOU) will be developed for signature by the City and/or the Regional District, and BC Transit. This MOU will outline the exact service changes to be developed for implementation, as well as the roles and timeline for implementation. Detailed costing would be confirmed at the start of the implementation process.

1.5 Recommendations

It is recommended that the City of Powell River and the Powell River Regional District:

- Receive this report as information and provide feedback to City and Regional District Staff, prior to finalization by BC Transit staff;
- Review the short-term service change options presented in Section 6.1.1 (Fixed-Route Transit), Section 6.2.1 (Custom Transit) and 6.3.1 (Paratransit); and,
- Receive the Fare Structure Review (Appendix A) as information.

Annual Partner Communications Calendar



Annual Partner Communication Key Processes		
Process	Description and Deliverables	
Transit Improvement Program (TIP)	The TIP communicates to local government (LG) the expansion initiatives proposed for the next three years. It seeks the commitment to the expansion initiatives from LG which thereby allows BC Transit to proceed with requesting sufficient funding within the Provincial Budget. This includes the allocation process and results of expansion priorities from Transit Future Plans, other Service Plans, local initiatives as well as major capital initiatives necessary for the development of the transit system.	
	April	BCT to send out Expansion Initiatives to LG
	August	LG to confirm Expansion Initiatives by way of sign-off and return to RTM
	March	BCT to provide confirmation to LG of the intent to fund expansion initiatives
Annual Performance Summary (APS)	The APS offers a high level analysis of the system's performance, in comparison to prior years, and where established, the opportunity to measure against service standards established by the local government. The intent is to inform council prior to decision on expansion initiatives for future years and subsequent budgeting. This document also serves as an opportunity to present results to council and to engage in discussion on decisions aimed at future year initiatives.	
	June	BCT to send out APS to LG
	On Request	LG to extend invitation, if desired, to RTM to present APS to council
Three Year Budgets (3YB)	The 3YB provides LG with budget expectations for the coming year and two year projections for base service levels. Additionally, a calendar year budget estimate is provided for the convenience of LGs. Where the LG has confirmed their desire to pursue expansion initiatives, a separate budget will follow with expansion budget projections.	
	September	BCT to send out 3YB based on existing, or known, service levels to LG
	October	BCT to send out 3YB based on calendar year estimates to LG; and, BCT to send out 3YB based on expansion initiatives confirmed by the LG in August
	December	LG to advise RTM of any budget concerns to expedite the execution of the AOA
Annual Operating Agreement (AOA)	Defines the service to be delivered, the provincial and municipal funding contributions, and the tariff schedule. Any changes to services defined in the AOA require the establishment of a Memorandum of Understanding which defines the objectives and scope of the service change. The intent is to ensure that all parties are in agreement to changes to the defined service in the AOA. Additionally, it defines the appropriate timeline, from the time of this agreement, necessary for the provision of service including planning, scheduling, operator training, shift changes, and fleet procurement if necessary.	
	March	BCT to send out 3 copies of AOA to LG for signature
	April	LG to ensure timely approval of AOA and forward all copies to operating company
	AOA period	Signed MOU is required where changes to service specifications impact the AOA